

SWOT Analysis for Determining Marketing Strategy at the Primagama Courses

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Abstract - This study aims to determine the following points: (1) internal (IFAS) and external factor (EFAS) at the Primagama Institute for Tutoring Probolinggo city; (2) SWOT analysis to determine the marketing strategy at the Primagama Courses Probolinggo city.

Data sources were obtained directly from the head of the branch, the marketing department, tutors, and students of Primagama Courses in Probolinggo by using interview, observation, and documentation. Data were analyzed by identifying the internal and external factors that influence, then, look for strengths, weaknesses, opportunities and threats which are then used to determine the marketing strategy for Primagama Course in Probolinggo by using SWOT analysis.

The findings showed that based on the IFAS and EFAS matrix, it is known that Primagama Courses in Probolinggo obtained values of 3.42 for IFAS and EFAS of 3.55. Based on the SWOT and SPACE matrix analysis that has been done, Primagama Courses in Probolinggo is located at coordinates (0.77: 0.93) which means located in quadrant I (aggressive) or can be called as SO strategy.

KEYWORDS - SWOT ANALYSIS, MARKETING STRATEGY, IFAS, EFAS

I. INTRODUCTION

When we want to promote products or services, we surely require a marketing strategy to be implemented and must be reviewed and developed in line with market developments and the market environment. Strategy is a tool to achieve a goal. Husain (2005) defines that "the strategy is an action that is incremental (ever-increasing) and continuously, and is based on the standpoint of what is expected by our customers in the future. Thus, the strategy almost always begins with what can happen, and instead of starting from what happened. The pace of innovation of new markets and changing consumption patterns require a core competency. Companies need to find a core competency in business done ". David (2006) in his book entitled Management Strategy states that "the strategy is the potential action that requires decision upper management and company resources in the long term, particularly for 5 years, and oriented to the future. The strategy has consequences that are multifunctional and multidimensional as well as the need to consider external factors and internal facing the company ". Therefore, the strategy itself is a unified comprehensive and integrated plan that connects between an organization's internal strengths with external environmental opportunities and threats are accompanied by their innovations for future orientation.

Formulation of marketing strategy is based on a thorough analysis of the influence of factors external and internal environment of the company. External environment is constantly evolving so quickly that gave birth to the opportunities and threats that come from major competitors as well as from the ever-changing business climate. The consequences of changing external factors also resulted in changes in the company's internal factors, such as changes to the strengths and weaknesses of the company. Hariadi (2005) states, necessary strategic measures are planned or not planned to be able to have a competitive advantage that can attract the attention of consumers, strengthen its position in the market, and withstand the pressures of competition.

Various ways taken by many educational institutions in the education service marketing strategy including by conducting a SWOT analysis (strength, weakness, opportunities, and threats) as the determination of marketing strategies used. SWOT analysis is to identify the various factors systematically to formulate the company's strategy (Rangkuti, 2002). This analysis is based on the logic that can maximize the power (strength) and opportunities (opportunity), but simultaneously to minimize weakness (weakness) and threats (threats). Strategic decision making process is always associated with the development of the mission, goals, strategies and policies of the company.

Hadi (2013) in the journal entitled *The concept of SWOT analysis in the Quality Improvement Organization Madrasah* states that "the SWOT analysis is an analysis of state viewed from four perspectives, namely: strength to analyze the advantage or strength of basic resources available, weakness analyze the limitations of existing resources that could hinder the achievement of educational goals, opportunities to analyze situations of major benefit for organizations or educational institutions, and threat to analyze situations main unfavorable to the educational situation ". In SWOT analysis, there are two two Fator that greatly affect the reciprocation of education, which is the dominant factor and inhibiting factors. Which includes the dominant factor is (strengths and opportunities) and inhibiting factors (weaknesses and threat).

By using SWOT analysis of an educational institution can examine the factors that can affect the performance of the institutions. Then efforts were made to face all challenges and competition by using SWOT analysis in determining its marketing strategy. It was similar to Sudirman (2011) in the journal entitled *SWOT Analysis for Determining Marketing Strategy in Daily Dawn in Napier* which states that "in the face all kinds of challenges today, the company's daily dawn need to find something right strategy solutions. To place a marketing strategy, it is necessary to approach something that used to face all challenges and competition that is the SWOT analysis. SWOT (strength, weakness, opportunities, and threats) analysis is a tool to identify strengths and weaknesses, opportunities and threats. Factors strengths and weaknesses are internal factors caused by the company, while opportunities and threats are external factors that are due to the company ".

In the world of education is necessary SWOT analysis to determine the marketing strategy steps. This is what happens at the Primagama Courses Probolinggo city, which have long standing and still have an existence of its own in Probolinggo city. Institutions Primagama Tutoring Tutoring is an institution based in Yogyakarta, established since March 10, 1982 and in Probolinggo city own, Primagama Tutoring institutions have been established since 1995. This study has two research focus are; 1) Identify internal factors (IFAS) and external (EFAS) at the Primagama Institute for Tutoring Probolinggo city; 2) Perform a SWOT analysis to determine the marketing strategy at the Primagama Courses Probolinggo city.

II. RESEARCH METHODS

The approach taken in this study is qualitative by using a case study design. In qualitative research, the researcher acts as well as a data collection instrument. Instruments other than humans can also be used, but its function is limited to support research assignment as a researcher. Thus the presence of researchers in the field of qualitative research is needed. This study took place in the Primagama Courses Probolinggo city at Mayjend Panjaitan street number 19, Probolinggo, East Java, Indonesian. The primary data source used here to obtain accurate data because this data source is direct information obtained by researchers is the interview. While secondary data sources can be obtained from observational field notes, photographs, documentation, or other documents that can enrich the primary data. Informants in this study is the leadership, the marketing department, tutor, student of the Institute of Primagama Guidance Probolinggo city.

III. FINDING AND DISCUSSION

External and internal factors obtained during the study, and then is to analyze internal factors. Factors strengths and weaknesses of the Primagama Courses Probolinggo city are included in the table IFAS matrix and calculated the value of the score. Values obtained scores of internal weighting that corresponds to the interests of the institution. The shape of the IFAS matrix table as follows:

Table 3.1 *Internal Factor Analysis Summary (IFAS)*

No	Description	Value	Rating	Total Score
A. Strengths				
1.	The existence of different programs from institutions other guidance program	0,08	4	0,32
2.	Using the latest applicable curriculum in schools	0,07	4	0,28
3.	The location is strategic institutions	0,06	3	0,18
4.	Their cooperation with schools and other institutions	0,08	4	0,32
5.	their discounts	0,05	3	0,15
6.	Varied learning methods	0,07	4	0,28
7.	Instructor (i smart) qualified and experienced	0,08	4	0,32
8.	Instructor (i smart) and friendly staff	0,08	4	0,32

9.	Utilization of the current social media campaign	0,03	2	0,06
Total		0,6		2,23
B. Weakness				
1.	The lack of staff in the marketing department	0,08	4	0,32
2.	Lack of teachers (i smart)	0,08	4	0,32
3.	There are some programs that are similar to competitors	0,05	2	0,1
4.	There are some requirements to get a discount	0,05	3	0,15
5.	Less than perfect in the use of social media while promoting	0,02	1	0,02
6.	Need treatment in some parts of the building	0,04	2	0,08
7.	Classroom less clean	0,04	3	0,12
8.	The lack of communication between teachers (DI smart) when before entering the classroom	0,04	2	0,08
Total		0,4		1,19
Grand Total		1,00		3,42

(Source: Processed by the Author and Head of Branch Office Primagama Courses Probolinggo city, 2016)

There are 9 findings for the power factor and 8 findings for factors weakness of the Primagama Courses Probolinggo city. The strength of the ninth findings, there are some findings that weighs with a high rating among which are: (1) The program is different from other counseling agency programs, with a weight of 0.08 and a rating of 4; (2) Using the latest applicable curriculum at the school, with a weight of 0.07 and a rating of 4; (3) The cooperation with schools and other institutions, with a weight of 0.08 and a rating of 4; (4) Teaching methods vary, with a weight of 0.07 and a rating of 4; (5) Teachers (I smart) qualified and experienced, with a weight of 0.08 and a rating of 4; (6) Educators (I smart) and the staff were friendly, with weights of 0.08 and a rating strength 4. There are some findings that have a high rating, indicating that these findings have the effect that a very important force in the Organization means Primagama Tutoring Probolinggo city has several advantages compared to other institutions, as evidenced by the several findings that have a high weight.

Primagama Tutoring Institutions Probolinggo city have varied learning methods as well as their teachers (i smart) and very friendly staff who are also experienced and qualified, were expressed by some students. Sudjana (2005) "method of learning is one way to put teachers into contact with students during the course of teaching". Teachers (i smart) qualified and experienced required in an enterprise engaged in the business services, especially as the Courses. Sumarsono (2003) "human resource is the work effort or service that can be provided in the production process. In other respects the human reflect the quality of the effort given by a person in a certain time to produce goods and services ". This is similar to the Hadi (2013) in the journal stating that "if the top schools survive and is able to respond to the needs of society, then he must have a strategy for improving the quality of both methods, education, environmental infrastructure that is relevant and the existence of qualified teachers and experienced in the field ".

In terms of location, the Primagama Courses Probolinggo city has a strategic location. Tjiptono (2007) "location service facilities often remain a crucial factor affecting the success of a service because the location is closely related to potential market service providers". An important factor in the development of a business is the location of the location of the urban areas, how to reach and travel time to the destination location. Dyson (2002) in the journal stated that "the internal appraisal examines all aspects of the organization covering, for example, personnel, facilities, location, products and services". Which means that the internal parts of an organization there are some aspects that are important among them are members, facilities, location, products and services.

Besides, there are some strengths, there are also eight findings of weakness. Eighth findings of these weaknesses, there are some findings that weighs with a high rating among which are: (1) lack of staff in the marketing department, with a weight of 0.08 and a rating of 4; (2) Lack of teachers (I smart) with a weight of 0.08 and a rating weakness 4. There are some findings that have a high rating, indicating that these findings mean that the Primagama Courses Probolinggo city has some weaknesses very large when compared to other institutions , as evidenced by the presence of several findings of weaknesses which have a high weight. Not only drawback that has a high rating to be repaired, but all the things that became weaknesses must be improved. As the need for care in some parts of the building as well as the lack of cleanliness in several classes as expressed by the students. Mulyasa (2002) "means of education are the tools and equipment directly used and support the process of education, especially teaching and learning, such as buildings, classrooms, desks, chairs, as well as

tools and teaching aids". There are some parts of the building Primagama Tutoring Institute Probolinggo city who need care. It was necessary because the physical evidence in the form of buildings and facilities and other infrastructure has an enormous influence on consumer decisions in selecting a tutoring agency, as disclosed Puspitasari (TT) in the journal stating that "the physical evidence in the business of LBB is one thing important. The real proof of this will affect the level of sales and the success of a business in the long term".

After analysis using matrix internal factors (IFAS) in which has the highest value of 4.00 and 1.00 tetendah value, then it's the result of internal factors matrix strength obtained a value of 2.23. As for the value of weakness which is equal to 1.19. By looking at these values, the meaning Primagama Courses Probolinggo city have a large enough force above weaknesses. Given a large enough force expected Primagama Tutoring Institute Probolinggo city were always able to maintain and to develop so that forces can thrive in the face of competitors that have appeared today.

After analyzing the strengths and weaknesses factors (IFAS), then the next factor analysis of opportunities and threats (EFAS) Primagama Tutoring Institute Probolinggo city are included in the table EFAS matrix and calculated the value of the score. Values obtained scores of internal weighting that corresponds to the interests of the institution. The shape of the IFAS matrix table as follows:

Tabel 3.2 External Factor Analysis Summary (EFAS)

No	Description	Value	Rating	Total Score
A. Opportunity				
1.	There are other products in addition to tutoring	0,06	4	0,24
2.	There are excellent products	0,08	4	0,32
3.	The payment system can be repaid	0,06	3	0,18
4.	Trust of school and community	0,09	4	0,36
5.	Institutions close to schools	0,07	4	0,28
6.	Instructor (i smart) can be called to the school	0,07	3	0,21
7.	In Probolinggo many graduates from state universities that can be used as a teacher (i smart)	0,06	3	0,18
8.	Instructor (i smart) comes from renowned Universities	0,09	4	0,36
Total		0,58		2,13
B. Threat				
1.	Competitors along the way, Major General Panjaitan Probolinggo city	0,05	3	0,15
2.	Rejection of the cooperation of other parties	0,08	4	0,32
3.	Competitors' prices cheaper	0,05	2	0,1
4.	Time guidance sometimes until late at night	0,06	2	0,12
5.	Their community needs tutoring that led to the emergence of many other guidance	0,05	3	0,15
6.	Building impressed old and poorly maintained	0,06	2	0,12
7.	Their instructor (i smart) who wish to resign	0,07	4	0,28
Total		0,42		1,24
Grand Total		1,00		3,55

(Source: Processed by the Author and Head of Branch Office of Primagama Institution Tutoring Probolinggo city, 2016)

There are 8 findings for the opportunity factor and 7 findings to factor the threat of the Primagama Courses Probolinggo city. The strength of the ninth findings, there are some findings that weighs with a high rating among which are: (1) There are other products in addition to tutoring, with weights of 0.06 and a rating of 4; (2) There is a superior product, with a weight of 0.08 and a rating of 4; (3) The confidence of the school and the community, with a weight of 0.09 and a rating of 4; (4) Organization close to schools, with a weight of 0.07 and a rating of 4; (5) Teachers (I smart) comes from renowned Universities, with a weight of 0.09 and a rating 4. There are some findings opportunities that have a high rating, indicating that these findings mean that the Primagama Courses Probolinggo city has some substantial opportunities among weaknesses and potential threats.

Some of the opportunities of the Primagama Courses Probolinggo city that their other products such as TK and playgrup Primagama, and there are some excellent products such as smart consys and test DMI. Kottler (2009) states that "the product is anything that can be offered to the market to get attention, purchased, used, or consumed to satisfy the desires or needs." Furthermore, Alma (2007) states that "the product is a set of attributes

of both tangible and intangible, including the issue of color, price, good reputation factory, good name stores that sell (retailers), and service factories and service retailers, received by the buyer in order to satisfy his desire ". This is similar to the research Artanti (2007) which states that "product variety and has the advantage of other institutions, will be able to increase the number of students". Their other products and excellent products can make Primagama Tutoring Institute Probolinggo city have enough opportunities both in competition to face competitors that are currently popping up in Probolinggo city.

Besides, there are some opportunities, there are also seven findings threat. The weakness of the seven findings, there are some findings that weighs with a high rating among which are: (1) The refusal of cooperation from other parties, with a weight of 0.08 and a rating of 4; (2) The presence of a teacher (I smart) who wants to resign, with weights of 0.07 and a rating 4. With the threat that has a high rating, the agency must take action so that the threat did not last long which can lead to other agencies took the opportunity appears, such as increasingly more competitors appear along Jalan Mayjend Panjaitan where the Courses Primagama is, it happened because of the location in Jalan Mayjend Panjaitan very strategic location that many emerging new institutions more as a competitor of the Courses Primagama Kota Probolinggo. Considered one of the threats for the Courses Primagama Kota Probolinggo because it could be a new institution that has the facilities and better teachers. Remiasa (TT) in the journal stated that "are considered a threat because it has the opportunity to open a complete hospitality majors with the hotel being one with full facilities for practice of students". With so many tutoring agencies are popping up, then there is a community need for tutoring that led to the emergence of many other guidance out there that eventually become competitors for the Courses Primagama Kota Probolinggo. Tutoring is one of human needs within the scope of their spiritual need a good education in a formal environment (school) or informal (tutoring agencies). With the advent of the needs of community needs such, it is expected that the Courses Primagama Kota Probolinggo can face the competition between competitors are more stringent.

After analysis using a matrix of external factors (EFAS) in which has the highest value of 4.00 and 1.00 low value, then it's the result of external factors matrix opportunity obtained a value of 2.13. As for the value of the threat which is equal to 1.24. By looking at these values, the meaning Primagama Courses Probolinggo city have a opportunity is quite large among the various threats that appears.

Based on the diagram IFAS and EFAS matrix in table 3.1 and 3.2, it can be formulated in a marketing strategy using SWOT matrix that can be seen in Table 3.3 as follows:

Table 3.3 Table SWOT Matriks

	Strenght (S)	Weakness (W)
	<ol style="list-style-type: none"> The existence of different programs from institutions other guidance program Using the latest applicable curriculum in schools The location is strategic institutions Their cooperation with schools and other institutions their discounts Varied learning methods Instructor (i smart) qualified and experienced Instructor (i smart) and friendly staff Utilization of the current social media campaign 	<ol style="list-style-type: none"> The lack of staff in the marketing department Lack of teachers (i smart) There are some programs that are similar to competitors There are some requirements to get a discount Less than perfect in the use of social media while promoting Need treatment in some parts of the building Classroom less clean The lack of communication between teachers (DI smart) when before entering the classroom
OPPORTUNITY (O)	SO STRATEGIC	WO STRATEGIC
<ol style="list-style-type: none"> There are other products in addition to tutoring There are excellent products The payment system can be repaid Trust of school and community Institutions close to schools Instructor (i smart) can be called to the school 	<ol style="list-style-type: none"> the development and promotion of the products featured in the online media (FB, Twitter, etc.) Development agency (infrastructure) Approach and improving the quality so that people continue to believe The increase in the payment 	<ol style="list-style-type: none"> acceptance of new faculty and staff suitably qualified Reviewing the same program and increase the flagship program Relieve the terms and conditions of the discount program Deviations of social media such as the web, FB, twitter and other

7. In Probolinggo many graduates from state universities that can be used as a teacher (i smart)	system and to review the discount program	social media which had been halted
8. Instructor (i smart) comes from renowned Universities	5. Doing exercises that services and increase the quality of human resources	5. The additional capital for treatment 6. Improved sense of solidarity between teachers
THREAT (T)	ST STRATEGIC	WT STRATEGIC
1. Competitors along the way, Major General Panjaitan Probolinggo city	1. To develop superior products	1. Acceptance of a new human resources and provide comfort working environment
2. Rejection of the cooperation of other parties	2. Improvements in infrastructure and improving the quality of human resources	2. Development of superior products different from competitors
3. Competitors' prices cheaper	3. Approach the other party by reviewing the causes of rejection	3. Lighten the discount program requirements and quality improvement
4. Time guidance sometimes until late at night	4. Lighten the discount program requirements and quality improvement	4. Conducting development and promotion of the products featured in the online media (FB, Twitter, etc.)
5. Their community needs tutoring that led to the emergence of many other guidance	5. Improve learning methods given guidance until evening hours	5. The additional capital for infrastructure maintenance
6. Building impressed old and poorly maintained	6. Provide comfort working environment	
7. Their instructor (i smart) who wish to resign	7. The additional capital for infrastructure maintenance	

(Source: Tables Table IFAS and EFAS)

After formulating marketing strategy by using SWOT matrix, it can result in a marketing strategy SO, WO, ST and WT. Then, it can be some the positioning institution by combining the strengths, weaknesses, opportunities, and threats that can be determined coordinate point in the matrix SPACE is:

Table 3.4 Table SWOT Matriks analysis

Internal Strategy Factors	Rating	External Strategy Factors	Rating
Strenght		Threat	
- The existence of different programs from institutions other guidance program	5	- Competitors along the way, Major General Panjaitan Probolinggo city	-4
- Using the latest applicable curriculum in schools	5	- Rejection of the cooperation of other parties	-5
- The location is strategic institutions	4	- Competitors' prices cheaper	-3
- Their cooperation with schools and other institutions	5	- Time guidance sometimes until late at night	-4
- their discounts	4	- Their community needs tutoring that led to the emergence of many other guidance	-3
- Varied learning methods	5	- Building impressed old and poorly maintained	-5
- Instructor (i smart) qualified and experienced	5	- Their instructor (i smart) who wish to resign	-27
- Instructor (i smart) and friendly staff	3		
- Utilization of the current social media campaign	41		
Weakness		Opportunity	
- The lack of staff in the marketing department	-5	- There are other products in addition to tutoring	5
- Lack of teachers (i smart)	-5	- There are excellent products	5
- There are some programs that are similar to competitors	-3	- The payment system can be repaid	4
- There are some requirements to get a discount	-4	- Trust of school and community	5

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- Less than perfect in the use of social media while promoting	-2	- Institutions close to schools	5
- Need treatment in some parts of the building	-3	- Instructor (i smart) can be called to the school	4
- Classroom less clean	-4	- In Probolinggo many graduates from state universities that can be used as a teacher (i smart)	4
- The lack of communication between teachers (DI smart) when before entering the classroom	-3	- Instructor (i smart) comes from renowned Universities	5
	-29		37

(Source: Processed by the Author and Head of Branch Office Primagama Courses Probolinggo city, 2016)

Strenght = $41/9 = 4,55$	Threat = $-27/7 = -3,85$
Weakness = $-29/8 = -3,62$	Opportunity = $37/8 = 4,62$

The vertical axis (Y axis) = Strenght + weakness
 = $4,55 + (-3,62)$
 = 0,93

The horizontal axis (X axis) = Threat + Opportunity
 = $(-3,85) + 4,62$
 = 0,77

According to the above calculation, it can be concluded that the position of the Primagama Courses Probolinggo city located at coordinates (0.77: 0.93)

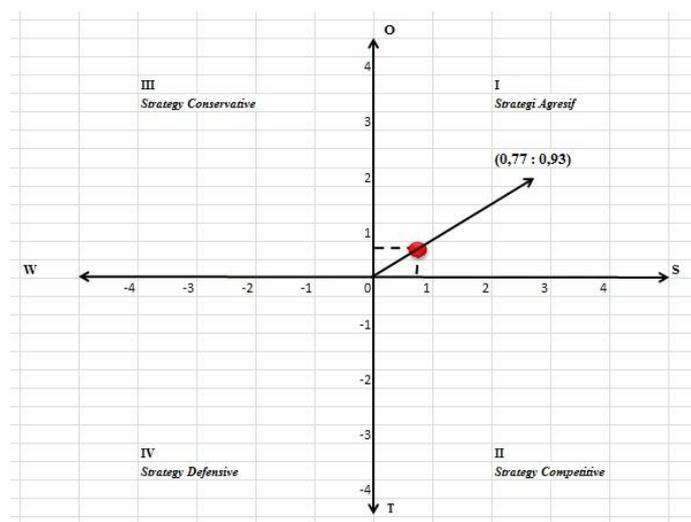


Figure 3.1 Matrix SPACE position Primagama Tutoring Institute Probolinggo city (Source: Calculated by the author)

Values for financial strength (FS) that is equal to 4.55, then for the value of environmental stability (ES) is -3.62 then the value of FS ditambahkan with the ES which produces a value of 0.93 is used as the axis Y. Furthermore, to the power industry (IS) obtained value of 4.62, while the value for competitive advantage (CA) obtained value of -3.85. Furthermore, the value of CA is added to the value of the IS that produces a value of 0.77 was used as the X-axis coordinate Found points (0.77: 0.93), which means that the position of the Courses Primagama Kota Probolinggo according SPACE matrix is in quadrant aggressive, which means that the Courses Primagama Kota Probolinggo are in an excellent position to take advantage of its internal strengths to take advantage of external opportunities, overcome internal weaknesses and external threats as well as avoiding variety. Therefore, a strategy that can be taken which are doing the development and promotion of products featured in online media (FB, Twitter, etc.), institutional development (infrastructure), approach and quality improvement so that people continue to believe, the increase in the payment system and reviewing the discount program and training in order to increase quality of service and human resources.

Table 3.5 Table quantitative strategic planning matrix (QSPM)

	Value	1 the development and promotion of the products featured in the online media (FB, Twitter, etc.)		2 Development agency (infrastructure)		3 Approach and improving the quality so that people continue to believe		4 The increase in the payment system and to review the discount program		5 Doing exercises that services and increase the quality of human resources	
		AS	TAS	AS	TAS	AS	TAS	AS	TAS	AS	TAS
The main factors											
Opportunity											
There are other products in addition to tutoring	0,06	4	0,24	-	-	4	0,24	-	-	-	-
There are excellent products	0,08	4	0,32	-	-	4	0,32	-	-	-	-
The payment system can be repaid	0,06	-	-	-	-	-	-	4	0,24	-	-
Trust of school and community	0,09	4	0,36	-	-	4	0,36	-	-	3	0,27
Institutions close to schools	0,07	-	-	-	-	4	0,28	-	-	-	-
Instructor (i smart) can be called to the school	0,07	-	-	-	-	-	-	-	-	3	0,21
In Probolinggo many graduates from state universities that can be used as a teacher (i smart)	0,06	-	-	-	-	-	-	-	-	4	0,24
Instructor (i smart) comes from renowned Universities	0,09	-	-	-	-	-	-	-	-	4	0,36
Threat											
Competitors along the way, Major General Panjaitan Probolinggo city	0,05	-	-	3	0,15	2	0,1	-	-	-	-
Rejection of the cooperation of other parties	0,08	-	-	-	-	2	0,32	2	0,16	-	-
Competitors' prices cheaper	0,05	-	-	-	-	-	-	4	0,2	-	-
Time guidance sometimes until late at night	0,06	-	-	-	-	-	-	-	-	3	0,18
Their community needs tutoring that led to the emergence of many other guidance	0,05	3	0,15	4	0,2	4	0,2	3	0,15	-	-
Building impressed old and poorly maintained	0,06	-	-	4	0,24	-	-	-	-	-	-
Their instructor (i smart) who wish to resign	0,07	-	-	-	-	-	-	-	-	3	0,21
Streight											
The existence of different programs from institutions other guidance program	0,08	4	0,32	-	-	4	0,32	-	-	-	-
Using the latest applicable curriculum in schools	0,07	3	0,21	-	-	4	0,28	-	-	-	-
The location is strategic institutions	0,06	-	-	3	0,18	3	0,18	-	-	-	-
Their cooperation with schools and other institutions	0,08	-	-	-	-	4	0,32	-	-	-	-
their discounts	0,05	-	-	-	-	-	-	4	0,2	-	-
Varied learning methods	0,07	-	-	-	-	-	-	-	-	3	0,21
Instructor (i smart) qualified and experienced	0,08	-	-	-	-	4	0,32	-	-	4	0,32
Instructor (i smart) and friendly staff	0,08	-	-	-	-	3	0,24	-	-	4	0,32
Utilization of the current social media campaign	0,03	4	0,12	-	-	3	0,09	-	-	-	-
Weakness											
The lack of staff in the marketing department	0,08	-	-	-	-	-	-	-	-	3	0,24
Lack of teachers (i smart)	0,08	-	-	-	-	-	-	-	-	3	0,24
There are some programs that are similar to competitors	0,05	4	0,2	-	-	-	-	-	-	-	-
There are some requirements to get a discount	0,05	-	-	-	-	-	-	4	0,2	-	-
Less than perfect in the use of social media while promoting	0,02	4	0,08	-	-	-	-	-	-	-	-
Need treatment in some parts of the building	0,04	-	-	4	0,16	-	-	-	-	-	-
Classroom less clean	0,04	-	-	4	0,16	-	-	-	-	-	-
The lack of communication between teachers (DI smart) when before entering the classroom	0,04	-	-	-	-	-	-	-	-	4	0,16
Total			2		1,09		3,57		1,15		2,96

(Source: Adapted Author and Head of Branch Primagama Courses Probolinggo city, 2016)

Information :

AS : *Attractiveness Score* (skor daya tarik)
TAS : *Total Attractiveness Score* (total skor daya tarik)

Quantitative strategic planning matrix (QSPM) is a tool that allows strategists to evaluate various alternative strategies objectively, based on the critical success factors of external and internal previously identified (David, 2009). On the top line QSPM contain alternative strategies derived from the SWOT matrix and SPACE matrix that has been obtained from studies conducted at the Primagama Courses Probolinggo city. The strategy chosen among which:

1. the development and promotion of the products featured in the online media (FB, Twitter, etc.)
2. Development agency (infrastructure)
3. Approach and improving the quality so that people continue to believe
4. The increase in the payment system and to review the discount program
5. Conduct training for services and increased quality of human resources

Based on the results obtained from the matrix QSPM total value of each strategy called attractiveness score (TAS). Of the five strategies, there is one that is equal to a high value of 3.57 for the third strategy is to approach and improving the quality so that people continue to believe. Given such results, the strategy should be carried out by the Primagama Courses Probolinggo city is more approach and improving the quality so that people still believe in the Primagama Courses Probolinggo city.

IV. CONCLUSIONS AND RECOMMENDATIONS

CONCLUSIONS

Marketing strategy Primagama Tutoring Institute Probolinggo city after analyzed using IFAS matrix obtained values of 3.42 and the value of the matrix EFAS get the result by 3.55. Based on the analysis of SWOT matrix and SPACE matrix that has been done, the Primagama Courses Probolinggo city located at coordinates (0.77: 0.93), which means located in quadrant I (aggressive) that is between the power and the threat that among the strategies SO, WO, ST and WT corresponding to quadrant is SO strategy.

Based on the results obtained from the matrix QSPM total value of each strategy called attractiveness score (TAS). Of the five strategies that do the development and promotion of the products featured in the online media (FB, Twitter, etc.), institutional development (infrastructure), approach and quality improvement so that people continue to believe, the increase in the payment system and to review the discount programs, and training in order increasing service and quality of human resources, obtained one of the high value that is equal to 3.57 for the third strategy is to approach and improving the quality so that people continue to believe.

RECOMMENDATIONS

Primagama Courses Probolinggo city should pay more attention and enhance the promotion and increased trust in the community to the services offered by the institution can be identified and consumers and other parties will cooperate more confident and loyal, given Primagama Courses Probolinggo city been standing for a long time too,

Establish marketing right strategy to compete in the competitive business of tutoring that is currently very much do. Expected Primagama Courses Probolinggo city more training so that the service and quality of human resources is increasing, then improve the physical facilities, the upgrading of products, as well as their new innovations are removed so that there is a new strength of the Primagama Courses Probolinggo city amid tough competition currently.

Given the strength of the Primagama Courses Probolinggo city, should always be considered and continual improvement within the scope of internal strength to always get into the opportunities that exist amid the competition tutoring business is growing. So do not be satisfied with the strength, but should always be repaired, upgraded in order to force the better again.

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